

Graduate Diploma Professional Police Practice

LEVEL 6 - 40 Credits

**Workbook title: Competency Based Workbook 2
(DHEP)**

**(SOUTH WALES POLICE, GWENT POLICE AND
UWTSD)**

Learner name: Joshua Tobin

Learner's University Registration Number: 1815593

FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Policing in the Workplace 3 (DHEP) - BMPP6001D

Workbook Guidance

Please read these notes carefully. They provide essential information. The documents you will use in developing your workbook are on the following pages.

What is the workbook for?

The purpose of this workbook is to enable learners to demonstrate and provide evidence of how they meet the learning outcomes set by the College of Policing, for the BSc programme. Essentially, you are being asked to outline your experiential learning based upon your theoretical understanding in a range of operational situations.

- Wellbeing and Resilience
- Criminal Justice
- Conducting Investigations
- Decision making and discretion
- Maintaining Professional Standards
- Leadership and Team working
- Policing the roads
- Information and Intelligence

You may wish to use the same incidents as you've outlined in the Occupational Competence Portfolio.

How should the workbook be presented?

Blank electronic copies can be found on Moodle of this workbook. You must submit this document electronically therefore it is important that you save your work regularly and upload the final typed version through Turnitin on Moodle.

Word count policy can be found in chapter 7 of the Academic Quality under section 7.7 (this applies to presenting work above and under the specified word count).

[https://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/academic-office/aqh-chapters/chapters---en/Chapter 07 Assessment Taught Programmes Pages 72-79-UPDATED-05-11-2019.pdf](https://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/academic-office/aqh-chapters/chapters---en/Chapter%2007%20Assessment%20Taught%20Programmes%20Pages%2072-79-UPDATED-05-11-2019.pdf)

Reflective practice is a core aspect for your workbooks and although there is a variety of useful resources on Moodle, there is one particular book that is specifically based on reflective practice in policing, here is a link to one chapter from Selina Copley's Reflective Practice for Policing Students:

https://moodle.uwtsd.ac.uk/pluginfile.php/298870/mod_resource/content/1/Reflective%20Practice%20for%20Policing%20Students%20-%20Selina%20Copley%20Chapter5.pdf

How is the workbook assessed?

Advice and support about the completion of this workbook will be provided by university staff as part of your initial training day. Your tutor constable and in-force training staff will not be involved in assessing or marking your workbook after it has been submitted.

Dates of workbook submission will be made available during the initial training day and posted on Moodle.

Once submitted your workbook will be assessed and marked independently.

Confidentiality

It is important that no individual can be identified either directly or indirectly from the information in the workbook. However, you must:

- Adhere to guidance in the Candidate Handbook about confidentiality;
- Not identify individuals including witnesses, victims or offenders by name;
- Not write information that enables any individual to be identified indirectly through the description you provide. This includes references to names, colleagues, places (including hospitals, schools, town, villages, streets) specific incidents which were high profile and could be identified due to past publicity, other professionals or any other personal information including medical or other conditions;
- Take personal responsibility for adhering to confidentiality rules.
- Not include any dates of any incidents or anything that specifically identifies an actual incident.

NOTE

Your workbook will be submitted electronically via Turnitin on Moodle. Guidance on this is in the Candidate Handbook.

Remember that the workbook is YOUR responsibility you must not rely on the assessor or anyone else to pick up any confidentiality breaches as this is your work and you must accept full responsibility for confidentiality. Meeting all the confidentiality requirements is very important.

Dyslexia and other special circumstances

If you have any condition that you feel may affect your ability to deal with any part of the programme, please see the Candidate Handbook for further guidance. The University has a Student Services Unit that may be able to help but ***it is the learner's individual responsibility to contact them.***

Competency Based Workbook 2 - Learner Workbook

Guidance:

- Your workbook must contain items 1 - 5 below (in the order given);
- You should use the pro-forma to insert your text within each section;
- Note that this module has 2 components with each weighted at 50% of the overall 100% marks total.
- You should upload your completed document as a saved pdf file of this workbook; if this is not possible then a Worddoc file is acceptable. Do not send a scanned file from a photocopier, an apple.dot file, or a Microsoft publisher file as Turnitin will not be able to assess them, despite you being able to upload them.

Contents

Component 1 50%	Area of Professional Practice	Word count
Task 1	Maintaining Professional Standards Leadership and Team-working Wellbeing and Resilience	2500
Task 2	Vulnerability and Risk	1500
Task 3	O.C.P	1000 equivalent
Component 2 50%		
Task 4	Policing the roads Conducting investigations.	2500
Task 5	Personal study/learning plan	2500 equivalent
	Bibliography	

Task 1

Relevant areas of the National Policing Curriculum: Maintaining Professional Standards, Leadership and Team-working, Wellbeing and Resilience

Critically evaluate theories of team dynamics as a means of developing team cohesion (reasons why some teams cannot function, theories and models relating to team dynamics, ways to improve team cohesion) and to what extent group dynamics are shaped by wider organisational cultural norms.

Consider why inter-personal conflict can occur within a team and outline what strategies can be adopted to enhance individual and team performance.

Consider how team dynamics within the police service can result in failing to comply with professional standards requirements demonstrating an understanding of organisational justice in a policing context (Code of Ethics, policies, procedures, protocols or legislation).

2500 words (+/- 10%: *include your actual word count at the end of each section*)

ANSWER:

Teams exist in order to increase productivity, morale and efficiency. Teamwork has many benefits including increasing efficiency and offering a network of support to individuals. Teams are important because success is shared and dependent on individuals providing their skills and knowledge towards a common goal. Many theories exist regarding team building and how these can help with the building blocks of success such as morale, motivation, hard work and dedication. The absence of which can result in a breakdown of communication, stagnant progress and even dysfunction. The fluid nature of team dynamics shapes each individual over time, whereas a dysfunctional team can result in no real cohesion or bonding and even a negative environment.

Lencioni summed up the breakdown in team dynamics with his five dysfunctions of a team. These dysfunctions sum up core reasons why team progress stagnates and by understanding them, individuals can overcome them and overcome the obstacles that follow.

Inattention to results is demonstrated by Lencioni (p.71 2002) as "*the ultimate dysfunction: the tendency of team members to seek out individual recognition and attention at the expense of results*". This can be

detrimental to a team because the results that should arise from a well organised team are a common goal, a shared objective that can be side-lined by people favouring their own personal gain. In order to combat this, there has to exist a need to participate in the common goal. Supervisors can influence and articulate the benefits of pulling together to reach common goals and articulate this to individuals. When consistent, in daily briefings for example, motivation will be useful in reminding individuals that small, measurable actions increase the team value. These actions have to be explicit in terms of what can be achieved by each member and with an accompanying timeframe to complete them by. With this set out at the start of a shift, each individual will know exactly what small task he can do in order to help out the team that day. This will also teach people to prioritise tasks and get into the habit of achieving more each shift.

The second dysfunction is described by Lencioni as avoidance of accountability. Lencioni (p.98 2002) states *"we have to hold each other accountable for what we sign up to do, for high standards of performance and behavior"*. Accountability is one of the national policing principles and holds a fundamental place within the police force. The College of Policing (p.4 2014) explain *"These principles underpin and strengthen the existing procedures and regulations for ensuring standards of professional behaviour"*. A strong work ethic within a team dynamic will help with individuals being accountable for all that they do through shared values and gradual exposure to such incidents that require accountability in decision making and having a personal workload to manage. There are times when accountability is avoided and low standards take over through inexperience, negligence or ineptitude. For this reason, there must exist a clear commitment to professionalism and accountability for one's actions. Being challenged early on by a supervisor and on a one-to-one basis would provide a safety net for these behaviours being learnt. A good supervisor with the team's interests in mind can find out if there is an issue preventing high standards and the lack of accountability. Down the line, if this does not help, other methods can be employed such as performance action plans.

Lencioni states (p.207 2002) *"Great teams make clear and timely decisions and move forward with complete buy-in from every member of the team, even those who voted against the decision"*. Lack of commitment is an issue that takes away from a team being great because without complete commitment, just one weak link could jeopardise a team banding together on a specific task such as at a major incident. This is especially true when all individuals within a team have a specific task at hand to help the common goal of the overall team and each task is just as important as the next. There could be many issues with why a task is not completed through lack of commitment such as boredom, demotivation or inexperience. All of which should be highlighted by team members as detrimental in order to help the individual through the task they are assigned. It may well be something that the individual has not experienced before and needs guidance with. A great team could recognise this and use individual strengths where needed to combat this. If a positive outcome cannot be achieved, a supervisor or mentor would be best placed to coach the individual through the task in order to give them the help needed for further, similar tasks. This conduct will ultimately build an individual's confidence and loyalty to the team.

Lencioni (p.91 2002) asserts that *"If we don't trust one another, then we aren't going to engage in open, constructive, ideological conflict. And we'll just continue to preserve a sense of artificial harmony"*. This artificial harmony could at face value be seen as peaceful and not for absence of motivating conflict, conflict which fuels a motivated team member to be at their best and perform well. A fear of conflict is Lencioni's second dysfunction which demoralises team members breeding underperformance and silence in idea-storming sessions, such as during daily briefings resulting in crucial ideas being lost and members of the team feeling unfulfilled that their skills not being utilised effectively.

A fear of conflict can be overcome by encouraging all team members to speak their ideas freely and to engage in open challenges and healthy conflict when able which can ultimately turn conflict into a strength through increasing their emotional intelligence. Emotional intelligence refers to the self-awareness of keeping your emotions in check and having the ability to recognise when and how to control emotions. This is important within teams as conflict can raise emotions, and in being emotionally intelligent, conflict will only ever exist to push, motivate and remain objective. Cherniss, Cherniss and Goleman (p.159 2001) claim *"Emotionally intelligent organizations are able to leverage the talent of their members to meet these challenges more effectively. These organizations exhibit core competencies such as Teamwork and Collaboration, Adaptability, Achievement Orientation, and Service Orientation; and they tend to be more networked and flexible than traditional hierarchical organizations"*. These core competencies closely resemble the policing principles set out by the College of Policing and impress upon their value within teams. Conflict within teams can and will occur as no team is without conflict and teams are dynamic and always changing. Gaining awareness of emotional intelligence can be useful if adopted by an entire team as a strategy to improve individual and team performance.

Furthermore, conflict in any workplace is advantageous as it evokes debate. There are many ways for example to approach an interview strategy and senior officers may clash and debate over the correct route map during interview or whether to withhold certain information until the end of the interview. Whilst not damaging to productivity, conflict between two people can raise important questions that one person alone may not comprehend at the time.

There could be a myriad of reasons why conflict occurs in teams and will likely depend on individuals within that team. A simple difference of opinion could occur and create conflict or team members speaking up against wrongdoings causing arguments within a team environment and inducing dysfunction. A simple conflict can even exist over a long time period and grow steadily worse until intervention is needed by colleagues and supervisors. These conflicts if unhealthy have to be sought out and stifled when possible because healthy conflict can increase productivity and performance whereas malicious conflict can cause dysfunction and

damage individual and team performance with many side effects such as anxiety in coming to work, a lack of trust in your colleagues and indifference, demotivation and a lack of commitment.

Lencioni (p.188 2002) claims "*Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation for trust*". This final dysfunction is what separates a standard team and a great team. Trust relates to individuals being comfortable enough to let their team members truly know who they are and allow open discussion and healthy conflict when ideas clash. Team members who trust each other are more likely to get along and work harder together. An issue with a lack of trust within policing is that team members could miscommunicate and even withhold shortcomings if they arise. A failure to ask for advice on a course of action for example, could produce a tepid result, a substandard investigation or a victim of crime not being given the correct level of personal service that is required. Trusting in colleagues can benefit individuals whereby feedback given will be taken on board without question and further enhance the work done. This constructive feedback from a place of trust and without any malevolence within great teams will further enhance the bonds of team members and allow the overall performance to increase.

Trust building exercises and team training days can increase this level of trust, especially within the police service as there are many diverse officers from different backgrounds and cultures. It would be particularly helpful to see team members outside of the work environment and to build a friendship bonding over personal stories and encounters therein giving more trust. Increased trust can lead to accountability in decision making and having free-reign without any micromanaging from supervisors or peers. When individuals are trusted to do a job well, there exists a social contract that when completed forms even stronger bonds. Bonds which can be useful in the future when similar issues arise and people know who to talk to in order to complete that task well. Furthermore, when trust is established, individuals will not be afraid to ask for help if necessary and teamwork will become commonplace. Ideas and best practice will then be shared and flow effortlessly between team members.

Differing personalities and styles of policing can lead to conflict arising in a team and can affect performance by obstructing motivation and teamwork. Conflict can also impact upon individual performance leading to a solitary style of policing making decisions without consulting others and taking on an excessive workload which can amount in disproportionate responsibility being shouldered. When this occurs, it can be presumed that a single officer's performance will perish when it comes to staying sharp and making good decisions, when updating numerous victims and staying on top of managing investigations. Therefore, conflict can be seen to be a fatal issue when not ousted at the earliest opportunity.

As stated above, there are numerous dysfunctions Lencioni has shed light upon which a team can fall victim to and conflict can lead to many of these occurring within a team setting and disrupting the dynamic of

individuals present. Conflict can lead to lack of trust, a break in important communication. However, in saying this conflict can also be used in an effective manner stimulating healthy discussion leading to all members of the team speaking up and learning from one another's point of view. Therefore, conflict has to be actively managed by each member and can be controlled in this way when it is understood that each individual has a platform within the team to have their say but respectfully, with openness to change at the forefront of the conflict in question and all in the purpose of providing a better policing service. These points if not adhered to can lead to conflicts becoming detrimental in upholding trust, communication, respect and openness to change.

As previously mentioned, the nine policing principles set out by the College of Policing impress upon officers and staff the morals and values typically assigned to a professional police service. Teams are shaped by these principles and exist within the confines of the Code of Ethics. The nine principles are; accountability, fairness, honesty, integrity, openness, objectivity, leadership, selflessness and respect. These principles underpin the ethical code officers attest to uphold. If one of these fundamental principles is neglected within a team, dysfunction can arise which will no doubt hinder productivity and performance. Individuals as well as teams abide by the principles and refer back to them when making decisions. A team that is performing well will undoubtedly have a higher understanding of these wider organisational and cultural norms laid down by the principles. There is a cause and effect in that if a team's performance is damaged, it would surely be because one or more of these principles is being overlooked. The College of Policing (p.5 2014) affirm *"In accepting to abide by this Code of Ethics, we are committing to principles and standards of behaviour that are designed to support and guide us"*.

The principles also instil a sense of organisational justice which appeals to officers inherently holding a sense of morality, integrity and justice which they are sworn to uphold. Organisational Justice coined by Greenberg (1987) describes the inherent influence of an organisation's values and norms and how they shape the behaviours of new officers. This influence in policing is rooted in the Code of Ethics. Greenberg (p.10 1987) states organisational justice allows for the *"fairness of the procedures used to make organizational decisions and to implement those decisions"*. This highlights that although officers make their own individual decisions independently, as they should when following the National Decision Model, these decisions when just and fair run parallel with the organisation's ethical code. The Code of Ethics and the policing principles not only shape decisions of new officers but due to their nature, exert an influence long into each officer's career. Therefore, when a policing principle within the Code of Ethics is not followed, the resulting behaviour can lead to unfairness, dishonesty, resistance to change, which in turn will damage the individual and group dynamic of a functioning team.

Team dynamics build strong friendships due to the shared experiences and like-minded, motivated people that meet and spend time with one another each day. What follows however, is a chance for individuals failing to comply with professional standards. For example, complacency created when team members get comfortable

in certain patterns of working, such as doing the least amount of work in order to complete their workload for the day can occur when a team accepts a culture of low effort and quick results. This could bear a semblance of work being completed efficiently but on closer inspection these results could be half-hearted and unsatisfactory. Cases often require prolonged and dedicated effort which will be missed under the above circumstances.

Furthermore, favourable treatment amongst friends could be rife and student officers could be passed disproportionate workloads and continually allocated the most difficult cases disguised in the name of development. When this occurs, a student constable may encounter the difficulties without any experience to draw upon which could result in poor standards. Moreover, nepotism may result in officers being distracted by the friendly dynamic and not providing their best encounters with victims of crime. It is easy to see how team communication can break down in this way.

There exists in some teams a strong culture of 'banter' which although character-building and part of bonding, has the potential to give rise to uncomfortableness and leave individuals in fear of speaking up when the behaviour oversteps boundaries such as an individual's lifestyle choices or personal characteristics. In some instances this could lead to the professional standards department intervening when this behaviour amounts to bullying, workplace harassment and racism.

To conclude, team dynamics are in a constant state of flux due to the many variables at hand such as new members joining and core members leaving, individual mood on specific days, teamwork and differing leadership styles from supervisors. Due to this unpredictability, change must be embraced for a team to flourish and dysfunctional habits stemmed. Conflict, whilst inevitable in a challenging environment such as policing is healthy and should be managed to facilitate conversation and debate, bringing about free speech and learning. The fundamental rules to follow in keeping teams motivated are set out in the Code of Ethics for a reason, so as to keep a professional policing service and set an example of proud officers ready to uphold the principles within.

Word Count: 2,717

Task 2

Relevant areas of the National Policing Curriculum: Vulnerability and Risk

You must choose **a policing incident** in which you played a significant role with a victim of crime or anti-social behaviour and reflect on what happened.

Give a brief description of the incident including social and legislative contexts and any relevant cultural, ethnicity and language issues.

Critically evaluate the appropriateness of different approaches (by professionals and the police) in supporting or managing vulnerable people or people at risk of harm.

Explore what works in relation to tackling repeat victimisation and repeat offending.

1500 words (+/- 10%: *include your actual word count at the end of each section*)

ANSWER:

Policing incidents requires a tactful approach, encompassing aspects of vulnerability and risk encountered. Police are placed in a unique position in identifying and managing risk posed to victims and as such receive specific training to identify risks during initial attendances. I have chosen a domestic violence incident to explore in which I played a significant role with the victim. An anonymous call led to an investigation of a perpetrator hitting his partner on her head with several blows from his fists resulting in a head wound. He proceeded to drag her inside the house to silence her screams and proceeded to cover her mouth to stop the cries for help, in essence suffocating her for a moment. I have chosen this incident as it highlights key vulnerabilities that many women face in abusive relationships. The College of Policing (2017) affirms “*A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation*”. The victim in this matter was vulnerable as she could not protect herself from harm which confirms the necessity in taking positive action immediately to protect her.

The Office for National Statistics (ONS) (2018) claim between March 2017 and March 2018 the “*Crime Survey for England and Wales... estimated that 6.1% of people aged 16 to 59 years (2 million victims) had experienced some form of domestic abuse in the last year*”. This is a staggering amount when visualised in such a way and it stands to reason that the police have an important role in preventing further domestic violence incidents from occurring as they are in a unique position to identify the signs of domestic violence and address vulnerabilities of victims, thus preventing further harm.

The Office for National Statistics (2018) confirm *"all types of domestic abuse experienced in the last 12 months showed no statistically significant change compared with the previous year"*. This statement is alarming as it shows the uphill struggle that agencies face in preventing domestic violence, which is why it is so important for the police to get it right from the first encounter and signpost the risks and vulnerabilities victims face to partner agencies. At the incident I attended, I addressed the further risk of harm by inputting a public protection notification report (PPN). I completed the domestic abuse, stalking and honour-based violence (DASH) risk checklist within the report for assessing risk in the initial aftermath of the incident. SafeLives (2017) state the DASH assessments *"provide a uniform understanding of risk across professions"* which helps partner agencies to stay on the same page when working together to put safeguarding measures in place for victims. Thus, securing golden hour evidence. College of Policing (2013) affirm *"The golden hour is the term used for the period immediately after an offence has been committed, when material is readily available in high volumes to the police"*.

I attended and found the victim's door open and the furniture in disarray. The victim was stood in the lounge shocked and unable to speak coherently, with blood dripping down her face from a head wound. After establishing that the wound was not significant, I let the victim take a moment to gather her composure and clean the wound. I then reassured her that she was now safe, and that the perpetrator had run off prior to police arrival. I gained an initial account from the victim and found that the perpetrator had broken up with the victim over money and returned to the address to assault her in an intoxicated rage. The victim explained that her ex-partner's actions were unpredictable and only occurred when he relapsed with cocaine. The causal link between cocaine and violence is noted in Parker p.296) the *"immediate effects being most closely associated with some forms of violent behavior"* (sic). With the victim stating her ex-partner only gets violent with her after ingesting cocaine, this connection reveals a causal relationship with drugs acting as a precursor for violence. The Dades County Integrated Domestic Violence Model is a programme aimed at lowering domestic violence rates by addressing drug abuse which Atkinson et al (2009 p.11) claim is *"successful in maintaining attendance at substance use treatment and also resulted in lower rates of violence towards intimate partners"*. This substantiates the necessity of rehabilitation programmes in addressing risk to domestic violence victims when focusing on root causes, such as substance misuse, behind a perpetrator's behaviour to prevent offences reoccurring.

Adverse childhood experiences (ACES) provides some insight into the damage caused by growing up in an abusive home. When children experience ACEs, Ford (2017) states *"the way their brain develops is altered as they become 'locked' into a higher state of alertness in preparation for experiencing future trauma"*. In turn, alertness can transform into violence, aggression and impulsiveness being exhibited in high-stress situations. During domestic violence incidents, ACEs can lead perpetrators to regress to an alert state and lash out at their partners. It is possible that the perpetrator has suffered ACEs leading to a cycle of violence as an adult.

When tackling repeat victimisation and recidivism, a multi-agency approach is indispensable. Arrest is undoubtedly paramount in providing a reactive response in the immediate aftermath of a violent incident and provides safeguarding to the victim, however a holistic approach after the fact can boost the effectiveness of preventing further offences occurring and addressing root causes of violent offending. Home Office (2011 p.11) define repeat victimisation as "*being a victim of the same type of crime... more than once in the last 12 months*". Preventing victims suffering repeated instances of crime is at the forefront of safeguarding. Dinisman and Moroz (2017 p.3) assert one of the main commitments of Victim Support is to "*ensure victims' needs are met*", which is a broad commitment as each victim requires personalised advice specific to their needs. I have ensured on arrival at the incident that victim consent was given to share information to partner agencies such as Victim Support which would be directed from the PPN.

The force public protection unit can then decide whether to hold a Multi-agency risk assessment conference for domestic abuse (MARAC). This is only done after a PPN is submitted which demonstrates the importance of submitting one as a first responder when further risk is identified. College of Policing (2015) affirm "*The primary focus of the MARAC is to safeguard the adult victim and children, and ultimately address the perpetrator's behaviour*". This approach is all-inclusive and overcomes the obstacles police face when dealing with the bigger picture. The police react to an immediate incident but cannot prevent the crime occurring again. This is only achieved when agencies take ownership and safeguard the victim, any children involved, address root causes of violence and the perpetrator's behaviour, all of which cannot be resolved by a police call out in one fell swoop. In my attendance for instance, I would not be able to rehabilitate the offender and provide ongoing safeguarding of the victim from my primary actions. There could exist a connection between the substance abuse and the incident flashpoint, the issue of needing money. This will be addressed only by engaging partner agencies through victim consent and from identifying vulnerability and risk.

Although response policing is largely reactive, officers can put measures in place for ongoing support and safeguarding. Due to an anonymous caller, a retracted statement from the victim, no witness testimony or CCTV evidence the investigation I attended resulted in no further action (NFA) for the perpetrator. When domestic violence incidents result in NFA or unconditional bail, a domestic violence protection notice (DVPN) can be submitted by police in order to allow crucial breathing space for the victim, providing protection when there are reasonable grounds to believe further harm is imminent. The College of Policing (2015) state "*Once the police have served a DVPN on the suspect, an application must be made to the magistrates' court for the DVPO within 48 hours of the DVPN being served*". The Domestic Abuse Protection Order (DVPO) provides further respite for up to 28 days. This is a progressive measure in preventing repeat victimisation, however, a breach of the order is not a criminal offence.

Another approach is to employ the services of an independent domestic violence adviser which the domestic violence charity SafeLives (2014) state "*assess the level of risk, discuss the range of suitable options and*

develop safety plans". Whilst important in providing a single point of contact for the victim, IDVAs are limited in their remit and usually only attend from MARAC referrals and explicit consent from the victim.

Furthermore, neighbourhood policing teams (NPT) are best placed to provide ongoing support through welfare checks, further integrating the relationship between the police and the public. NPTs can organise neighbourhood watch schemes aimed at reducing crime and ASB. In this instance, an anonymous neighbour has called in and if awareness was raised from NPTs in communities, this observant act could be bolstered and rewarded.

Whilst each approach discussed has its merits, the risk that vulnerable people face will not be fully addressed by any one of them. Resources are available to cover all aspects of risk and vulnerability, especially in domestic violence cases where victims often live in fear over a prolonged timeframe. A multi-agency approach is key with response police teams firstly exercising arrests and positive action and DVPN powers through Magistrates' Court, helping the victim get breathing space. Although, IDVAs and MARACs carry the onus for prolonged safeguarding working with NPT teams to offer a holistic arsenal of support to prevent repeat victimisation and recidivism. Additionally, when root causes of domestic violence are identified, agencies need to take action and impede further offending. Although a holistic approach is prevalent, it would be remiss to say domestic violence is reducing and increased efforts, such as increasing DVPN measures could prevent repeat victimisation.

Word Count: 1,650

Task 3

Recognition and confirmation of progress on the Occupational Competency Portfolio (OCP).

By signing the section below you are acknowledging your continuing progress on O.C.P.

This is recognised by the university as work that is fully supporting this module BMPP 6001D; Policing in the Workplace 3 and in signing it will be equivalent to 1000 words towards the 5000 words equivalent total for component 1.

Confirmation of the progress on the Occupational Competency Portfolio (OCP).

I confirm that I am progressing with the Occupational Competency Portfolio (OCP) in accordance to the regulations.

Signed: *Joshua Tobin 1815593* (Learner – electronic signature accepted.)

Date: 17/08/2020

Task 4

Relevant areas of the National Policing Curriculum: Policing the roads and conducting investigations.

Critically evaluate how information and intelligence can be used in the disruption of the more prevalent criminal activity (e.g. drug smuggling, human trafficking, child sexual exploitation, counterfeit goods, organised crime groups and 'county lines') by effective policing of the roads.

Analyse how ANPR can be used as investigative resource when disrupting criminal activity.

2500 words (+/- 10%: *include your actual word count at the end of each section*)

ANSWER:

With the strategic road network in the United Kingdom becoming host to increasingly serious criminal activity, police forces have had to develop strategies in order to stay a step ahead. The use of targeted information and intelligence as proactive tools are key to preventing this activity from going unchecked. Used by law enforcement agencies, intelligence can disrupt serious criminal activity and when used in conjunction with ANPR technology can offer deterrence, prevention and removal of this scourge. Intelligence comes from many different sources that can be used to build up a picture of this criminality and if specifically directed against serious crime, can result in effective policing of the roads and subsequently keeping the roads safe against serious crime. Whilst criminals have access to a host of vehicles that they can use to plan and conduct nefarious activities, the roads will always be at risk. Through an understanding of this, policing can be directed to put a stop to crimes such as county lines, human trafficking, terrorism and the web of connected offences that follow such as drug smuggling, organised crime, robberies and child sexual exploitation.

Information is abundant in today's modern society and can be easily gained through tools that the police use to collect intelligence from. From the masses of raw information being analysed and disseminated, through the use of intelligence reports submitted by officers and law enforcement agencies, intelligence can be pieced together and developed effectively. Bryant & Bryant (p.511 2018) uphold, intelligence is simply "*information derived from many sources... that has been recorded, graded, and evaluated*". A process known as sanitisation and once confirmed as true by intelligence officers, can be linked to people and vehicles by operational intelligence, warning markers and flags. For persons involved in crime, these markers can give police an advantage in dealing with them and can encompass links to a vehicle used in crime, addresses sometimes used for criminality and known criminal associates. Vehicles can be flagged to law enforcement agencies from various sources such as officers conducting stop checks, DVLA, Highways Agency and through

accessing the Police National Computer (PNC). Vehicles that accrue intelligence against them can have markers placed upon them which would flag the vehicle to be stopped by officers conducting checks and notify ANPR cameras along the strategic road network or on-board roads policing vehicles.

Intelligence can come from a variety of sources, all proffering varying information to officers during everyday conversations, from observations when attending emergency calls or through targeted police surveillance. Officers should record all information given to them and make a decision to submit this through the intelligence process known as a National Intelligence Report. Some of this information will pertain to serious threats to public safety such as offenders using vehicles in organised crime. Intelligence on such vehicles can be utilised in locating and tracking a vehicle reported as stolen or one used to sell counterfeit goods or as pool cars in drug runs.

The National Police Chief's Council (2015) Policing the Roads Strategy helps to promote partnerships between law enforcement agencies to keep the roads secured against serious criminality. This nationwide guidance shapes intelligence-led patrolling of the roads that will ultimately lead to increasing public safety and trust. This approach demonstrates how intelligence works when directed in force-led investigative strategies because it can be focused and prioritised into stopping serious crimes. The National Intelligence Model (NIM) is one such strategy used to target offenders using a structured approach to intelligence-led operations. Bryant & Bryant (p.524 2019) affirm the NIM "*determines the operational responses to crime and disorder, and prioritizes intelligence requirements (e.g. identifying car-crime hot spots)*". An example of the NIM in action is how counter terrorism is intelligence-led. The Metropolitan Police (2018) state "*ANPR has an essential role in proactive policing and Counter Terrorism operations, enabling skilled operatives to assess convoy patterns, routes and time of travel*". Through surveillance and engagement from the public highlighting suspicious activity, intelligence can prevent a threat from materialising. Likewise, if vehicles are linked to those under surveillance, they can be flagged and stopped during planning phases whereby terrorists may use the roads to visit involved persons or scout potential locations to target. From this information and intelligence, effective policing of the roads can be conducted through covert surveillance in unmarked vehicles, road blocks, and a visible deterrence in marked police vehicles. ANPR cameras can be employed to locate vehicles of interest and prove invaluable in staying ahead of the threat to national security.

Vehicle access is readily available to criminals who wish to conduct planning and transport of their operations but can be monitored effectively through the use of intelligence. County lines is one such criminal operation whereby a drug enterprise branches out into different cities and counties, forcing their drug peddlers to work through fear, violence or debt-bondage. The National Crime Agency (2019) contend "*An 'exporting force' refers to a police force area where county lines offending originates. Drugs will be held and lines managed in these force areas, before the drugs are transported out of this force area and into an 'importing force' for distribution to customers*". Working in partnership, neighbouring forces can share intelligence through PNC on

suspicious vehicles of interest and through targeted patrols, stop checks and ANPR cameras. This could be done through submitting intelligence reports recording vehicle movements and locations visited and through deterring criminals with a united, visible police presence on the roads and increased interception by stop checks and arrests made of suspects involved in crime. After positive action is taken, vehicles can be seized under the Road Traffic Act 1988 effectively taking away a criminal's mode of transportation on the roads.

By disrupting county lines, other serious branches in criminality can be prevented such as child sexual exploitation and modern slavery. County lines is seen as a criminal business model because the people in charge force their workers known as 'runners' to smuggle the drugs between areas inside a hierarchy. The National Crime Agency (2019) state *"Both males and female minors are recruited to act as runners within the county lines criminal business model. Runners carry the most risk within the model as a result of transporting large amounts of cash, drugs, and weapons"*. Through effective policing on the roads, CSE and slavery can be brought to light resulting in victims being safeguarded at the very first encounter and offenders brought to justice.

Intelligence gathered by police and other agencies should be targeted and coordinated through the NIM process. This ensures intelligence is shared between departments and agencies which gives rise to opportunities in preventing an increase in criminality. Babuta (p.15 2017) demonstrates the importance of this idea, stating *"Forces typically operate separate teams for analysing different types of data, with little collaboration between them. For instance, the ANPR unit may be working with data pertinent to an investigation being carried out by the communications data team, but each may be unaware that the other has data of interest"*.

ANPR works by processing number plates of vehicles that pass the camera's line of sight into a database that checks if the vehicle has any markers on it. If the vehicle is flagged because the owner is wanted for an offence or if the vehicle has been involved in crime, the information is passed to police forces to act upon the information and build a picture of criminality to act upon in future through submitting intelligence. ANPR is a proactive tool therefore and can deter and prevent criminals from using the roads unchallenged. ANPR cameras are strategically placed throughout the roads network and are operated by police, government agencies and even private companies and car park owners. The police can request the data from these external agencies, further enhancing the scope of ANPR.

The Metropolitan Police ran 'Operation Hacienda' utilising ANPR in London to prevent a spate of burglaries using targeted locations raised from intelligence. Metropolitan Police (2018) state *"A key tactic was to utilise 'deployable' ANPR cameras, interrogating ANPR data and local intelligence in order to identify the optimal times and locations in which to site equipment alongside bespoke 'Hotlists'"*. This highlights a strength in how ANPR as a resource can be used by police forces to disrupt criminality on the roads through the link with

targeted intelligence. The operation proves that the information is there to be used and if adopted within different forces in a similar, targeted manner, criminality can be significantly reduced and criminals deterred from using vehicles in crime thereby hindering their operations.

There are difficulties with ANPR that obstruct the effective policing of the roads and let criminals use the roads to their gain without consequence, however. The National Crime Agency (2019) claim "*An emerging trend has been identified around the use of cloned number plates on private vehicles, presenting challenges around the use of Automatic Number Plate Recognition*". This is due to the fact ANPR works by scanning vehicle registration marks which can be easily altered or changed to evade police attention. Criminals can clone number plates of similar makes and models of vehicles and place the plates on their vehicles affording them free reign through the strategic road network without ANPR cameras flagging them to the relevant authorities. This is where intelligence plays an integral role in linking vehicles to suspects and addresses because the vehicles can be checked and intelligence markers can be attached to flag vehicles with cloned plates for police to act upon.

Registration marks altered with black tape can also trick ANPR cameras in order to evade police attention in the same manner as cloned plates. During Operation Kinross in Lancashire, detectives in the case Russo & Withers (p.35 2016) explained how a vehicle sighted during the murder investigation of Sadie Hartley evaded ANPR cameras when "*It was then realised that a 3 had been changed to an 8 on the vehicle registration by the use of a piece of tape, which is why it had not been picked up on ANPR*". Highlighting this issue, if there was intelligence from previous encounters of this vehicle using tape to alter registration marks, the vehicle may have been found sooner significantly impacting the scope of a murder investigation.

It is important to note that whilst ANPR is an invaluable tool against serious crimes committed on the roads, agencies that use it have a duty to balance privacy against investigative needs. ANPR holds masses of data of people and vehicles and is open to scrutiny from a human rights perspective. Bryant & Bryant (p.517 2019) claim "*ANPR is underpinned by respect for the right to privacy*". This is also the case when officers access PNC to search vehicles against a database to check license, insurance, tax and owner details. Babuta (p.9 2017) claims PNC "*As of May 2017 contained more than 12.2 million personal records, 62.6 million vehicle records and 58.5 million driver records*". Although ANPR and PNC can be used as intelligence resources to combat serious crimes, they should only be used when there is a clear justifiable, necessary and legitimate policing purpose so as not to encroach human rights. Collateral intrusion through ANPR should be addressed before utilisation.

ANPR is an effective tool used alone, but when used in conjunction with other passive data generators such as traffic cameras and CCTV, a thorough investigation can be conducted to not only link registered owners of vehicles but to gain photographic of drivers and passengers who may differ from the registered owner linked

to the vehicle. ANPR can track vehicle movements over large areas, even into different force areas and across county lines. Further supplementing this idea, mobile phone tracking through GPS can provide exact routes used and identify new lines of enquiry when necessary such as in major crime investigations after devices have been seized. Any images of potential suspects can then be disseminated to local forces to identify offenders and accomplices.

The technology of Automated Facial Recognition (AFR) can be utilised as an intelligence resource with a view to identifying those involved. Davies, Innes and Dawson (p.43 2018) claim in their evaluation of AFR “*police are using the results generated by AFR as a form of ‘intelligence’ that supplements and augments their investigative actions... There are a number of ethical concerns about the use of this kind of surveillance technology for policing*”. AFR can quickly identify a suspect in an investigation when the above investigative methods have been employed, however, the effectiveness of AFR used in this manner falls short if it may only be deemed necessary to use for serious and prevalent crimes. This is due to AFR being seen to infringe on civil liberties under the Human Rights Act 1998. During the recent case of *R (Bridges) v Chief Constable of the South Wales Police* however, The Judiciary of England and Wales (2019) found “*SWP’s use of AFR Locate met the requirements of the Human Rights Act. The use of AFR Locate did engage the Article 8 rights of the members of the public whose images were taken and processed... But those actions were subject to sufficient legal controls*”. AFR can be used effectively to build intelligence but only when there are legal controls to justify its use against disrupting serious criminality. The Regulation of Investigatory Powers Act 2000 provides such legal controls and allows a lawful interference with the right to respect for private and family life in sufficiently justifiable circumstances, such as in the fight against serious criminality and organised crime. Therefore, with the correct regulations imposed by agencies, the qualified Right to respect for private and family life can be interfered with by the police and the state. Qualified rights, the Ministry of Justice (p.3 2006) explain are “*rights which require a balance between the rights of the individual and the needs of the wider community or state interest*” as opposed to absolute human rights which cannot be taken away under any circumstance.

Moreover, due to the mass data ANPR and AFR conserve of suspected matches of people and vehicles, there could arise a concern that this leads the intelligence gained to being born of what Matza termed ‘bureaucratic suspicion’. Matza (p. 185 1969) claimed “*being known to the victim warrants no breach of our ordinary immunity from suspicion; being known to the police, however, does*”. Bureaucratic suspicion is a concern because a false positive match from a system such as AFR can cause evidential difficulties and jeopardise a criminal case in court. Davies, Innes and Dawson (2019) reinforce this link stating “*AFR enhances police reliance upon ‘bureaucratic suspicion’ in that it involves testing probe images against visuals of people who are already known to police*”. Consequently, with the nature of AFR being built on a database of offenders, those not known to the police could slip through the net cast by AFR and remain at large.

To conclude, intelligence plays a pivotal role in disrupting serious criminality on the roads. Through the use of many innovative strategies, models and tools, serious crimes that are prevalent on the strategic road network can be detected early on and dealt with effectively. Intelligence-led policing has a clear structure aimed at redressing the balance of ineffective lone force strategies and ensures officers are reliably informed to act upon roads policing intelligence and further protect the people who use roads legally in everyday life. ANPR as a resource provides a further tool against this criminality and when used corroboratively, can be highly effective in doing so. There are some demerits with using these surveillance tactics such as civil liberties being tested by the very nature of the collateral damage of mass data gatherers. Nonetheless, when ANPR is used legitimately and with a direct policing purpose, criminality can be targeted and efficiently cleansed. Only through a clear strategic vanguard championing these methods and providing accountability to the culpabilities can intelligence be seen to be effective, otherwise the output will be far less disruptive to criminality and result in serious criminals having free reign of our roads. Intelligence models help to direct policing directives against this and the constant struggle to stay ahead of the curve will in time lead intelligence, overt or otherwise to be a necessary intrusion to stave off serious criminality.

Word Count: 2,707

Task 5

Personal Study programme / Individual Learning Plan

The first learning outcome identified in the accompanying module descriptor (BMPP 6001D) asks that you formulate and implement a personal study programme to further enhance the development of your professional police practice. A template has been added for an 'Individual Learning Plan' that you can use for this task.

This task differs from the PDP that you have completed in your previous workbook in that this learning plan allows you to assess what level you believe you are in key knowledge, skills and experience against where you believe you (and the force) consider you should be – now and in the coming 6 to 12 months of your placement. This should then be used to target future development need.

2500 words equivalent. Please note that this is not the actual number of words used in completing the table, the count reflects the thought and research behind it.

It will count towards the overall equivalent word count of 5000 words equivalent total for component 2.

ANSWER:

From March 2020 - March 2021

Development Need & Objective.	Reasoning.	Method.	Required. 1-4 Low 5-7 Med 8-10 High	Rating. 1-4 Low 5-7 Med 8-10 High	By Whom.	By When.	Review.
SKILLS Become proficient in case file building	In my second year, I am dealing with more complex incidents whilst being of 'independent patrol' status. This means that the majority of incidents I come across, I can deal with effectively and have to build case files for court after an arrest is made. Developing my case file proficiency will fortify the quality of the case file documents I complete. When sending files to the Crown Prosecution Service, I will be confident in sending a	This will ultimately be achieved through practice. During my second year, I have completed my HUB Case Progression Unit attachment, which is the department within South Wales Police that exclusively deal with case progression. I have gained invaluable knowledge of building case files whilst attached to the team with a mentor and will carry over the skills and knowledge learnt to my usual response policing shifts. I have dealt with complex interviews during my time in	6 - Med	8 - High	JT via further exposure and practice in building case files. HUB mentor on attachment	In year two, I will be able to increase my ability in case file building by attending incidents, arresting offenders and managing these offenders through the Criminal Justice System. By my third and fourth years in South Wales Police, I anticipate I will deal with many incidents, complex or otherwise requiring case file documents that I have not completed previously, thus gaining more experience and proficiency in case file building.	JULY 2020: I have noticed a considerable increase in confidence and proficiency in building case files since my HUB attachment and will review this next in March 2021 when my second year draws to an end.

	sufficient file without any deficiencies. This in turn means less CPS Memos from Crown Prosecutors with further, outstanding actions to complete. A further benefit of this skill being cultivated is that more cases will convert to positive outcomes for victims.	the HUB which I would not have had the opportunity to deal with on response, not nearly as often.					
KNOWLEDGE Develop my knowledge of offences	Developing my knowledge of offences will help me make informed decisions at incidents whereby I can identify correct offence committed, if one is committed at all, and to make quicker decisions in line with the National Decision Making Model. Developing my knowledge will allow me to safeguard victims as I will gain an awareness of the risk attached to a	Revise and gain knowledge such as the Acts of Parliament, points to prove, the offence wording, the Police National Legal Database offence codes and whether the offence will be summary, either-way or indictable. Use Blackstone's policing handbooks. Use Pocket Sergeant mobile application. Converse with colleagues. Browse PNLD website.	5 - Med	7 - Med	JT via individual learning with books and online. From discussions with knowledgeable and experienced officers. Attending more incidents	By January 2021, I will have had 6 months' worth of experience in dealing with offences consisting of both 'volume crime' offences and lesser-known offences. Ongoing throughout my second year.	AUGUST 2020: I have dealt with lesser-known offences in their entirety during my HUB attachment such as a breach of forced marriage protection order. This gave me valuable insight into an honour-based violence offence which is not commonplace. MARCH 2021: By this date, I will have completed my mandatory attachments within different teams

	specific offence or offence type. This will in turn enhance my decision making skills through a deeper understanding of the powers and policies available to consider at incidents.						and units within South Wales Police, gaining knowledge of differing offences. For instance, my attachment in Criminal Investigations Department (CID) will allow me to deal with serious and complex crime and my attachment with the Roads Policing Unit will allow me to deal with traffic offences.
EXPERIENCE Attending court to give evidence	Attending court to give evidence will provide me with valuable insight into the courts and processes and allow me to manage cases through the Criminal Justice System. When giving evidence as the officer in case, I will be able to gain experience and confidence in delivering evidence to help support a case, criminal or otherwise. This skill will also help me inform victims when	By attending court, I will be immersed in the experience of giving evidence and observing the court processes that occur. This will provide me with experiences to draw upon in the future and remain confident in the processes, what information needs to be collated before trials and in speaking my evidence to the court.	3 - Low	5 - Med	JT via giving evidence. By debriefing with supervisor after attending court.	Ongoing through attending court trials and giving evidence.	MARCH 2021: I have attended Coroner's Court in order to provide evidence in chief as the officer in case of an unexplained death. This has provided me with a good grounding into how the court process works and in being confident when giving evidence. I have attended Magistrate's Court to observe my mentor give evidence for a

	they are required to attend court to give their own evidence, thereby helping them understand what is needed from them and relieve any nervousness or anxiety about attending. This will also increase my knowledge of special measures offered to victims.						domestic violence protection notice to be approved and a domestic violence protection order served. I will review this skill at the end of my second year in order to see how to improve it and remain confident in doing so.
SKILLS Report Writing	Developing my report writing skills will help me write up incident summaries, my own officer statements and electronic Pocket Notebook entries and other reports such as when submitting public protection notifications and case file documents.	Practice report writing through attending incidents. By taking the time to focus when writing reports, I will complete a better standard of writing. By viewing gold standard examples, I will learn what makes a good statement. I have had experience of this whilst managing cases on my HUB attachment.	4 - Low	7 - Med	JT via writing statements and reports. South Wales Police through specialist learning such as PIP Level 2 Suspect and Witness courses.	Ongoing throughout year 2 as I attend more incidents and write up more and more reports, necessary for my role as a police constable.	MARCH 2021: As my second year draws to a close, I believe my skills of report writing will be furthered through experience and specialist learning courses that I can apply to attend.
KNOWLEDGE Packaging Exhibits	By increasing my knowledge of how certain exhibits should be packaged, I will be able to expedite the phase of	By following packaging guidelines on South Wales Police intranet.	3 - Low	5 - Med	JT via individual learning and practice	Ongoing throughout year 2. As I attend more incidents I will in turn seize different exhibits,	MARCH 2021: Around the time of my second year ending, I will review this skill and see where I need

	packaging and placing exhibits into the property stores. This will allow me to increase my knowledge and help others if and when it my help needed.	By ensuring my standard of packaging exhibits is held to a higher standard than usual. Through experience packaging different exhibits.			South Wales Police by updating packaging guidelines.	and ones which I haven't packaged before.	to be and what I actually achieved with this plan.
EXPERIENCE Booking Prisoners into Custody	As my career progresses, I will arrest many offenders and bring them into custody to be booked in. I will gain experience in the explanation of circumstances to the custody sergeant who will authorise detention. My experience in doing so will allow me to make sound judgements on whether a prisoner is fit to be detained in police custody, which will help when dealing with prisoners with certain vulnerabilities such as mental health, physical injuries and age.	By booking more prisoners in, I will in turn become accustomed to the questions necessary for detention to be authorised when appropriate. This could include simple tasks such as contacting the Mental Health Team before arriving at custody, picking up medication for the detained person or arranging for an appropriate adult for young offenders. The experience gained by repetition will improve my judgement and awareness of the booking in process.	5 - Med	8 - High	JT via repetition when booking in prisoners. Colleagues with personal experiences South Wales Police through regular online learning through NCALT Custody Sergeants through conversations and experiences	Ongoing into my second year as I arrest and book in prisoners	MARCH 2021: I have already gained enough experience to fully justify my detention of offenders without any prompts from colleague, however, through experience this will only improve further and allow my judgement and tactical options following the National Decision Making Model to become enhanced.

Word Count: 1,516

Bibliography

The bibliography should only include sources referenced within the workbook using the Harvard referencing system. Information about referencing in written assignments and how to avoid plagiarism can be found on Moodle. It is important that you are aware of the importance of ensuring that the work submitted is your original work.

Atkinson, A., Anderson, Z., Hughes, K., Bellis, M., Sumnall, H. & Syed, Q. (2009) '*Interpersonal violence and illicit drugs*'. Web. Available at: < https://www.who.int/violenceprevention/interpersonal_violence_and_illicit_drug_use.pdf?ua=1#:~:text=Research%20into%20the%20drugs%2Dviolence%20relationship%20has%20shown%20that%3A&text=The%20effects%20of%20some%20drugs,46%2C49%2D55). > Centre for Public Health, Liverpool John Moores University. WHO Collaborating Centre for Violence Prevention. Viewed 16 June 2020

Babuta, A. (2017) '*Big Data and Policing: An Assessment of Law Enforcement Requirements, Expectations and Priorities*'. Royal United Services Industry Occasional Paper 2017. Printed in the UK by Stephen Austin and Sons, Ltd.

Bryant, R. & Bryant, S. (2018) (Eds.) '*Blackstone's Handbook for Policing Students 2019*' Thirteenth Edition (2018). Oxford University Press.

Cherniss, G., Cherniss, C., and Goleman, D. (2001) '*The Emotionally Intelligent Workplace How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*'. 1st edition. San Francisco: Jossey-Bass, 2001. Jossey-Bass Business & Management Ser. Web. Available at: < <https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/readonline/9780787961053> > Viewed 14 May 2020

College of Policing (2013) '*Investigation Process*' Web. Available at: < <https://www.app.college.police.uk/app-content/investigations/investigation-process/#golden-hour-considerations> > Viewed 16 June 2020

College of Policing (2014) '*Code of Ethics: A Code of Practice for the Principles and Standards of Professional Behaviour for the Policing Profession of England and Wales*'. College of Policing Limited. Web. Available at: < https://www.college.police.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf > Viewed 14 May 2020

College of Policing (2015) '*Major investigation and public protection: Partnership working and multi-agency responses/mechanisms*' Web. Available at: < <https://www.app.college.police.uk/app-content/major->

[investigation-and-public-protection/domestic-abuse/partnership-working-and-multi-agency-responses/#multi-agency-risk-assessment-conferences-for-domestic-abuse-](#) > Viewed 16 June 2020

College of Policing (2015) '*Major investigation and public protection: Using domestic violence protection notices and domestic violence protection orders to make victims safer*' Web. Available at: < <https://www.app.college.police.uk/app-content/major-investigation-and-public-protection/domestic-abuse/arrest-and-other-positive-approaches/domestic-violence-protection-notices-and-domestic-violence-protection-orders/> > Viewed 16 June 2020

College of Policing (2017) '*How do you Respond to the Needs of Vulnerable People?*' Web. Available at: < https://www.college.police.uk/News/College-news/Pages/police_transformation_fund.aspx > Viewed 16 June 2020

Crime and Security Act (2010) c.17. Section 24. Web. Available at: < <http://www.legislation.gov.uk/ukpga/2010/17/section/24> > Viewed 16 June 2020

Davies, B., Innes, M., & Dawson, A. (2018) '*An Evaluation of South Wales Police's use of Automated Facial Recognition*'. Universities' Police Science Institute Crime & Security Research Institute. Web. Available at: < <http://afr.south-wales.police.uk/cms-assets/resources/uploads/AFR-EVALUATION-REPORT-FINAL-SEPTEMBER-2018.pdf> > Viewed 29 April 2020

Dinisman, T. & Moroz, A. (2017) '*Understanding Victims of Crime: The Impact of the Crime and Support Needs*' Web. Available at: < https://www.victimsupport.org.uk/sites/default/files/VS_Understanding%20victims%20of%20crime_web.pdf > Published by Victim Support. Viewed 16 June 2020

Ford, K. (2017) '*Living with Domestic Abuse as an ACE (Adverse Childhood Experience)*' Web. Available at: < https://safelives.org.uk/practice_blog/living-domestic-abuse-ace-adverse-childhood-experience > Viewed 16 June 2020

Greenberg, J. (1987) '*A Taxonomy of Organisational Justice Theories*'. Ohio State University. Academy of Management Review, 1987, Vol. 12, No. 1, 9-22.

Home Office (2011) '*User Guide to Home Office Crime Statistics*' Web. Available at: < https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/116226/user-guide-crime-statistics.pdf > Crown Copyright 2011. Viewed 16 June 2020

Human Rights Act (1998) c.42. Schedule 1. Web. Available at: <
www.legislation.gov.uk/ukpga/1998/42/schedule/1 > Viewed 4 May 2020

Judiciary of England and Wales (2019) 'Press Summary: *The Queen on the application of Edward Bridges and Chief Constable of South Wales Police and others [2019] EWHC 2341 (Admin)*' Web. Available at: <
https://www.judiciary.uk/wp-content/uploads/2019/09/Press-Summary-Bridges-v-Cheif-Constable-South-Wales-Police-CO-4085-2018FINAL_-1.pdf > Viewed 30 April 2020

Lencioni, P. (2002) '*The Five Dysfunctions of a Team: A Leadership Fable*'. San Francisco: Jossey-Bass. Web. Available at: <
https://moodle.uwtsd.ac.uk/pluginfile.php/363874/mod_resource/content/1/The%20Five%20Dysfunctions%20of%20a%20Team-A%20Leadership%20Fable.pdf > Viewed 12 May 2020

Matza, D. (1969) '*Becoming Deviant*' Prentice-Hall. 2010 Edition by Transaction Publishers Web. Available at: <
[https://books.google.co.uk/books?id=fpcuDwAAQBAJ&printsec=frontcover&dq=10+Matza,+D.+\(1969\)+Becoming+Deviant.+Prentice-Hall.&hl=en&sa=X&ved=0ahUKEwiooL2F1JDpAhU-XRUIHZRrDbYQ6AEIMDAB#v=onepage&q&f=false](https://books.google.co.uk/books?id=fpcuDwAAQBAJ&printsec=frontcover&dq=10+Matza,+D.+(1969)+Becoming+Deviant.+Prentice-Hall.&hl=en&sa=X&ved=0ahUKEwiooL2F1JDpAhU-XRUIHZRrDbYQ6AEIMDAB#v=onepage&q&f=false) > Viewed 30 April 2020

Metropolitan Police (2018) '*Privacy Impact Assessment for Automatic Number Plate Recognition (ANPR)*' February 2018. Web. Available at: < <https://www.met.police.uk/SysSiteAssets/media/downloads/force-content/met/about-us/anpr/privacy-impact-assessment-anpr-feb-2018.pdf> > Viewed 27 April 2020

Ministry of Justice (2006) '*Making Sense of Human Rights: A Short Introduction*' Department of Constitutional Affairs 45/06. Web. Available at: <
<https://www.bury.gov.uk/CHttpHandler.ashx?id=10073&p=0> > Viewed 4 May 2020

National Crime Agency (2019) '*County Lines Drug Supply, Vulnerability and Harm 2018*'. Web. Available at: < <https://www.nationalcrimeagency.gov.uk/who-we-are/publications/257-county-lines-drug-supply-vulnerability-and-harm-2018/file> > Viewed 28 April 2020

National Police Chiefs' Council (2015) '*Policing the Roads in Partnership: A 5 Year Strategy 2015-2020*' Web. Available at: <
http://library.college.police.uk/docs/NPCC/Policing_the_Roads_in_Partnership_2015.pdf > Viewed 2 May 2020

Parker, R.N & Auerhahn, K. (1998) '*Alcohol, Drugs, and Violence*'. Annual Review of Sociology, Vol 24. (1998), pp. 291-311. Published by Annual Reviews.

Regulation of Investigatory Powers Act (2000) c.23. Web. Available at: < www.legislation.gov.uk/ukpga/2000/23/contents > Viewed 28 April 2020

Road Traffic Act (1988) c.52. Web. Available at: < www.legislation.gov.uk/ukpga/1988/52/contents > Viewed 4 May 2020

Russo, Z & Withers, P. (2016) '*Operation Kinross: The investigation of the murder of Sadie Hartley*' in: '*Journal of Homicide and Major Incident Investigation*' Volume 11, Issue 2, November 2016. National Policing Homicide Working Group - National Police Chiefs' Council. Web. Available at: < <http://library.college.police.uk/docs/appref/Homicide%20Journal%2011.2%20November%202016.pdf> > Viewed 28 April 2020

SafeLives (2014) '*National Definition of IDVA Work*' Web. Available at: < <https://safelives.org.uk/sites/default/files/resources/National%20definition%20of%20IDVA%20work%20FINAL.pdf> > Viewed 16 June 2020

SafeLives (2017) '*Resources for Identifying the Risk Victims Face*' Web. Available at: < <https://safelives.org.uk/practice-support/resources-identifying-risk-victims-face> > Viewed 16 June 2020